

***Victor F. Ciardello***  
***Director, Industrial Consolidation & Globalization***

Mr. Ciardello was recruited by the Department of Defense in 1996 to assume his present SES position as Director of Industrial Consolidation & Globalization, reporting to Deputy Under Secretary Suzanne D. Patrick. In this position his office serves as the focal point and, together with that of the General Counsel, is responsible for the consolidated review of all corporate mergers and consolidations in the Defense sector. Working closely with federal antitrust authorities the office has completed over one hundred merger reviews, including the recent Boeing/McDonnell Douglas; Raytheon/Texas Instruments/Hughes; Lockheed Martin/Northrop Grumman; GEC/Tracor; and BAE SYSTEMS/GEC Marconi transactions.



He was involved in the implementation of specific actions recommended in the Defense Science Board Report on Vertical Integration and Supplier Decisions and was a government advisor to the recently completed Defense Science Board task force on Globalization and Security. He recently received the 2000 Presidential Meritorious Executive Rank Award and also received the Meritorious Civilian Service Award.

Mr. Ciardello was appointed Country Director of the Peace Corps in Russia in July of 1993. In this position, he directed the activities of over 100 Peace Corps volunteers in twenty Russian regions. This included many formerly closed cities, which housed Soviet defense facilities, assisting in the development of Russian small enterprises and in improving methods of higher education in regional universities.

In August 1979, Mr. Ciardello moved to London to begin a career with Massey Ferguson Limited, subsequently renamed Varsity Corporation. Initially the Assistant Corporate Treasurer, he was responsible for all international operations funding, international bank relations and export trade finance from all European operating subsidiaries. In this role, as well as, that of United Kingdom Finance Director, he represented the Canadian parent on the Boards of many of the foreign subsidiaries. Due to the group's financial problems, Mr. Ciardello played a key role in the negotiation of three complex financial restructurings, whereby over two hundred banks and several government entities exchanged over \$1.0 Billion in debt for common and preferred shares. Upon completion of the restructuring, he became President and Managing Director of the Italian group of companies from 1983-86, culminating in the successful negotiations with labor union leaders and government ministers allowing for the closure of a loss leading plant in southern Italy with 1250 employees. After several years as Vice President of Varsity World Trade based in London with particular responsibility for Brazil and Latin America, he returned in 1991 to his home in Massachusetts to launch a telecommunications service company.

From June 1969 - July 1979, Mr. Ciardello held a number of positions in Chrysler Corporation and Chrysler Financial Corporation. Initially based in Mexico City as the Coordinator of International Product and Component exchange programs within the Latin American Region, he was then assigned to the President of Chrysler Motors to make a comparative study of the U.S. and Canadian organizations. After senior management stints in both Colombia and Peru, Mr. Ciardello was sent to Milan to establish and head one of the first European subsidiaries of Chrysler Financial. Later, as European Finance

Director based in Paris from 1978-79, he negotiated the sale of the fourteen European finance subsidiaries in eight countries with over \$1.0 Billion in automotive wholesale and retail receivables to Peugeot-Citroen.

Mr. Ciardello was born in Lawrence, Massachusetts on February 22, 1944. After graduating from Boston College with a Bachelor of Arts degree in Economics in May 1965, he entered the Peace Corps and served as a volunteer in Peru. Upon returning to the United States, he enrolled in the Harvard Graduate School of Business receiving his M.B.A. in May of 1969.